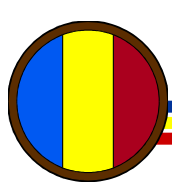


TRADOC COMMAND SERGEANTS' MAJOR CONFERENCE

SAFETY AND RISK MANAGEMENT OVERVIEW

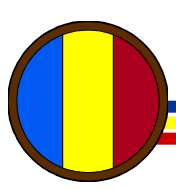
Victory Starts Here!



Purpose

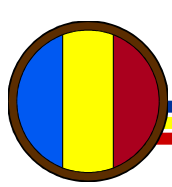
To provide the TRADOC Command Sergeants Major an overview of:

- **TRADOC Safety Program**
- **Statistical Review**
- **Current Challenges**
- **Initiatives / Lessons-learned**



TRADOC SAFETY PROGRAM

Victory Starts Here!

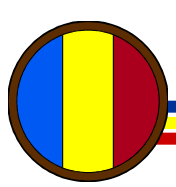


TRADOC Safety Program

Agenda

- **Mission & Vision**
- **“Why Safety”**
- **Organization/Structure**
- **Sub-Programs/Core Functions**

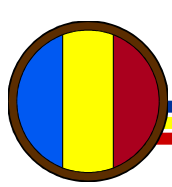
Victory Starts Here!



Mission

Promote readiness of the US Army and the quality of life of its people through the prevention of accidental injuries, illnesses, and property damage.

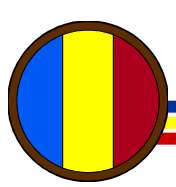
Victory Starts Here!



Vision

Recognized as a “Go-To Organization”,
providing valued risk management and
accident prevention programs and
services to support any contingency, any
operation, and all requirements...present
and future.

Victory Starts Here!



Why Safety - “Value Added”

Retention

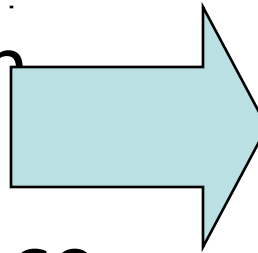
Accident Prevention

Liability Limitation

Statutory Compliance

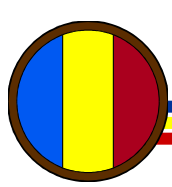
Resource

Conservation



Readiness

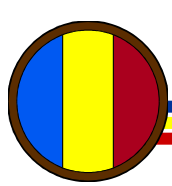
Victory Starts Here!



Strategic Objectives

- Safe Place to Work and Live
- Safety and Risk Management Integration
 - Training & Training Development
 - Doctrine / Policy / Procedures
 - Leader Development
 - Systems Developments / Life Cycle Management
- Force Structure – Right People/Right Place

Victory Starts Here!



TRADOC Safety Office

Ms. Pierce
Director, CSO
HQ, TRADOC
DSN 680-5921

Ms. Thorne
Office & Workforce Mgt
DSN 680-5921

Mr. Prentice
Dep Director, CSO
DSN 680-2194

Mr. Duke
Policy & Doctrine
Chemical & Radiation
DSN 680-3930

MAJ Meeker
Aviation Safety Officer
DSN 680-2845

Vacant - GS-12
OSHA & Force Protection

Mr. Kornfeld
Range Safety, Ammo & Explosives
DSN 680-2193

Mr. Janczewski
System Safety
DSN 680-5908

Mr. Hilliard
Military Training & Ops
DSN 680-2418

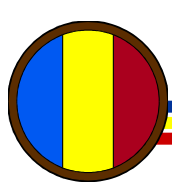
Ms. Brumback
Ed / Trn / Promotion, CRCP
Off Duty / Rec / POV /
DSN 680-2117

Ms. Watson
Multifunctional Logistics/Inspection PGM
DSN 680-5904

Mr. McLemore
Plans & Integration
DSN 680-2137

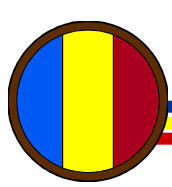
Ms. Strieter
Accident Analysis & Well-being
DSN 680-4294

Victory Starts Here!



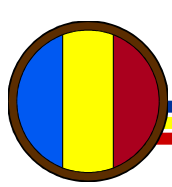
Core Functions/Processes

- Program Management
- Education, Training, and Promotion
- Surveys and Assessments
- Accident Reporting, Investigation, and Analysis
- Hazard Analysis/Countermeasure Development



Program Management

- Program Policy and Guidance
- Councils, Committees, Working Groups
- Information and Records Management
- Resource Management

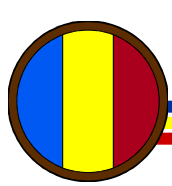


Education, Training, and Promotion

- Program Management Training
- Risk Management Training
- Operational / Functional Safety Training
- Safety Promotional Activities

• Awards

Victory Starts Here!

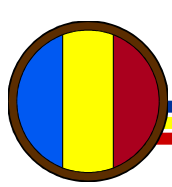


Surveys, and Assessments - **Internal**

- Program Evaluations
- Organization Inspection Program (OIP)
 - IET Assessments
 - Quality Assurance
- Aviation Resource Management Surveys (ARMS)
- Directed Special Studies
 - Risk Management Assessments
 - IET Facilities
 - **Obstacle / Confidence Courses**
 - **Infiltration Course / High Risk Range**

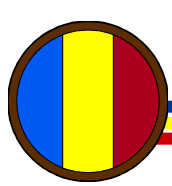
Assessment

Victory Starts Here!



Surveys, and Assessments - External

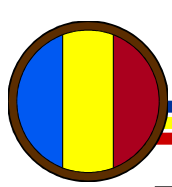
- OSHA
 - DAIG
 - Nuclear Regulatory Commission (NRC)
 - Surety Management Review (SMR)
 - Department of Defense Explosive Safety Board
 - US Army Technical Center for Explosives Safety
- Victory Starts Here!***



Accident Reporting /Investigations

References

- AR 385-40, Accident Classification, Notification, Investigation, Reporting, and Record Keeping
- Memorandum, HQ TRADOC, Subj: Fatal Accident Notification and After-Action Review (AAR), 23 Dec 2003

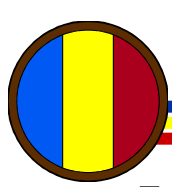


Accident Reporting /Investigations

Fatal Accident Notification and After-Action Review

- Purpose
 - Ensure timely investigation
 - Identify causes / contributing factors (failures)
 - Identify actions to prevent recurrence
- Criteria
 - Accidental Fatalities
 - Soldier / Army Civilian

Victory Starts Here!

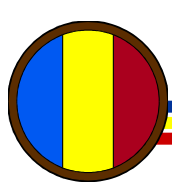


Accident Reporting / Investigations

Fatal Accident Notification and After-Action Review

- Requirements
 - Notification/Reporting
 - Immediate Notification
 - Interim Follow-up - 72 hours
 - Investigation - Unit level
 - Fatality Review Board
 - Commander's Assessment Report

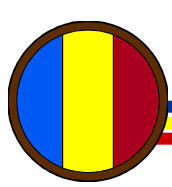
Victory Starts Here!



Hazard Analysis / Countermeasure Development

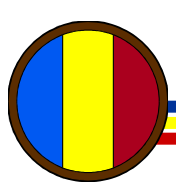
- System Safety Reviews
- Quarterly R&A
- Training and Doctrine Review
- SOU/SOF Messages
- Materiel Releases
- Lessons-Learned

Victory Starts Here!



Safety Sub - Programs

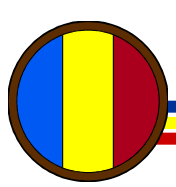
- OSHA
- Aviation
- Radiation
- **Range**
- Ammunition and Explosives
- Transportation
- Military Training and Operations
- Off-duty and POV
- Risk Management
- **Branch Safety**
- System Safety



Questions
?

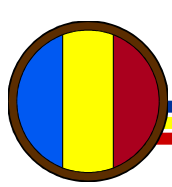
Comments
?

Victory Starts Here!



TRADOC ACCIDENT STATISTICAL REVIEW

Victory Starts Here!



AR 385-40 Accident Classification

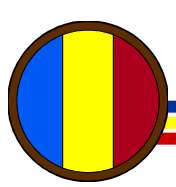
CLASS A \$1,000,000 Equipment or property
Fatality
Permanent Total Disability

CLASS B \$200,000 < \$1,000,000 Equipment or
Property
Permanent Partial Disability
3 or more Personnel Hospitalized

CLASS C \$20,000 < \$200,000 Equipment or
Property
Lost Duty Day

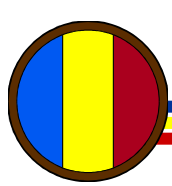
CLASS D \$2,000 < \$20,000 Equipment or Property

Victory Starts Here!

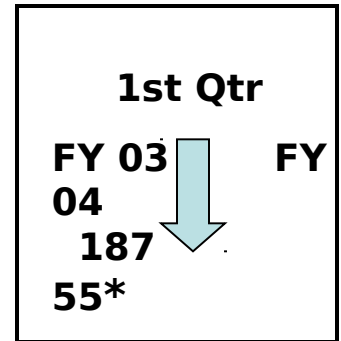
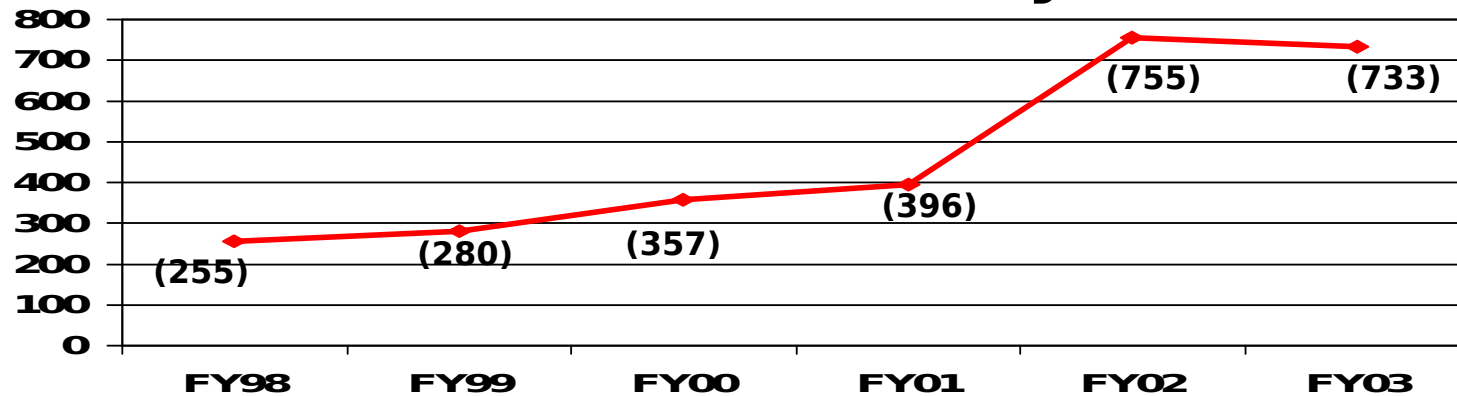


Performance at a Glance FY 98 to FY 03

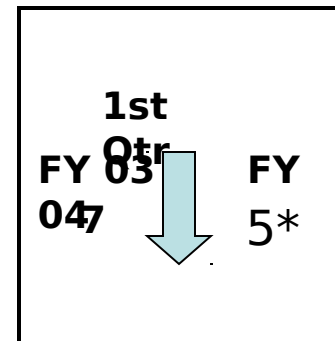
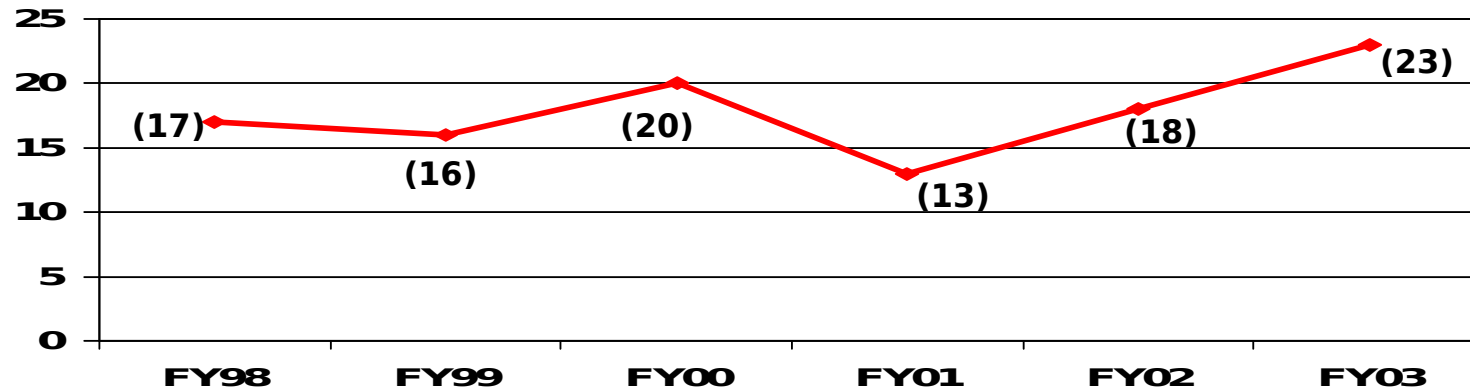
Victory Starts Here!



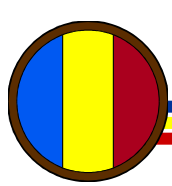
(FY 98 to FY 03) Class A-D Military Accidents



Fatalities

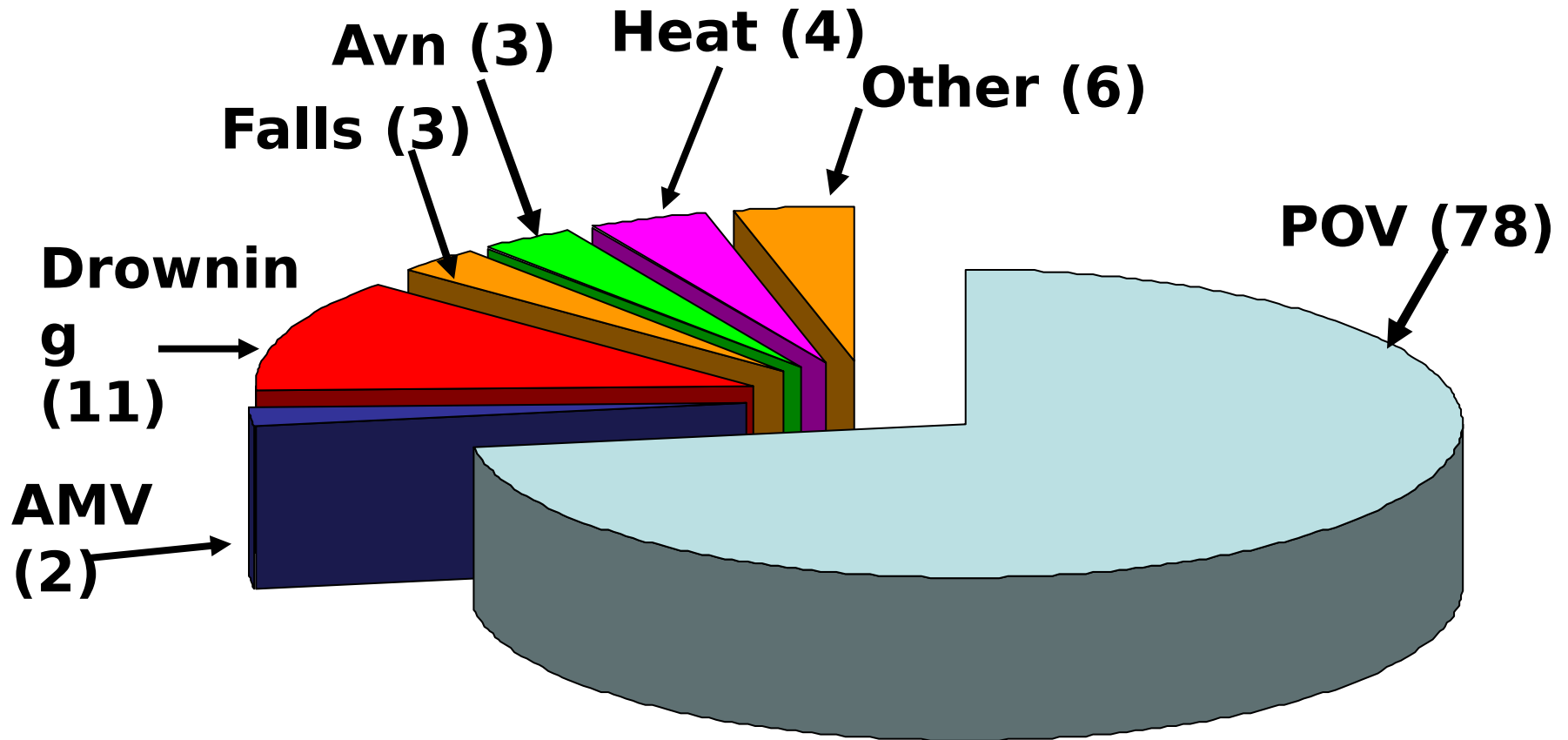


Victory Starts Here!



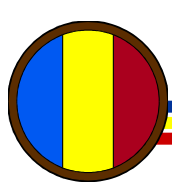
Fatality Experience

FY 98 to FY 03

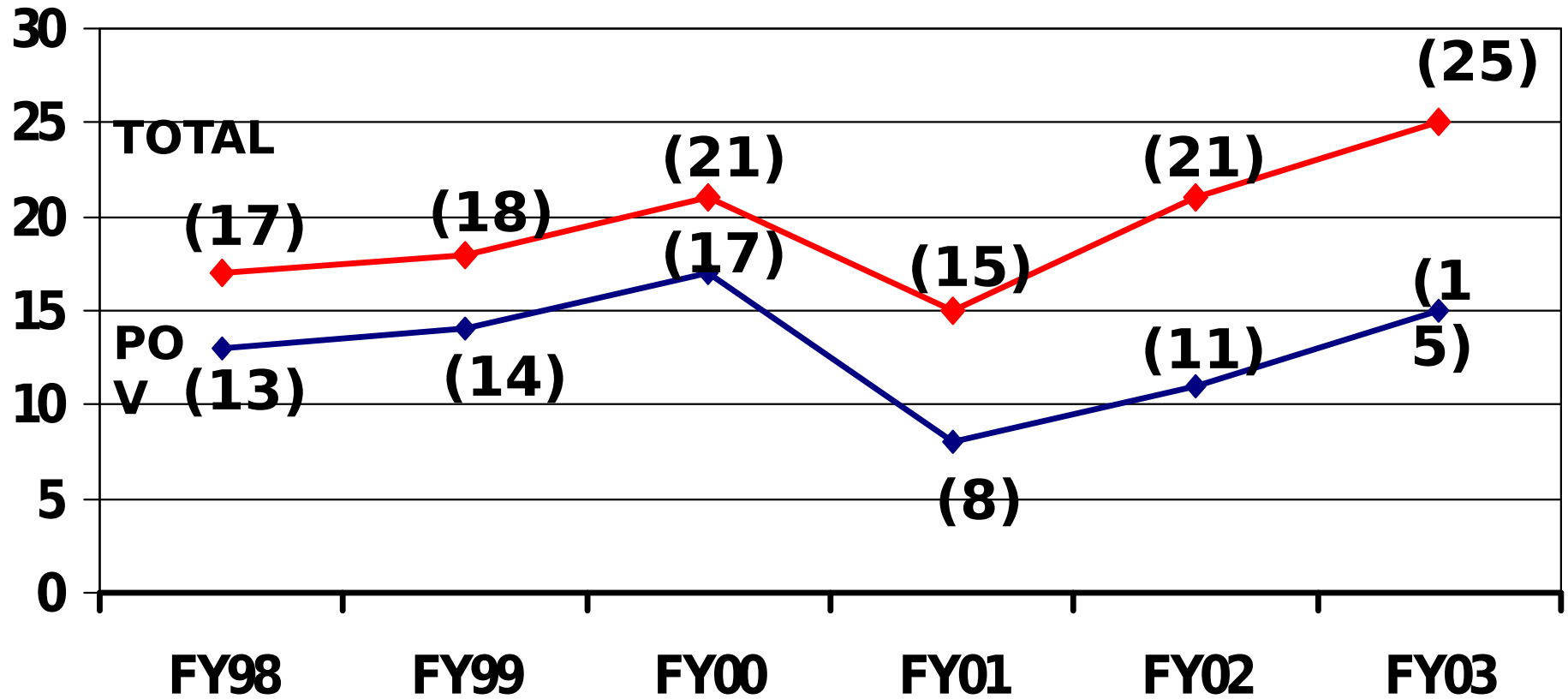


Total Fatalities -

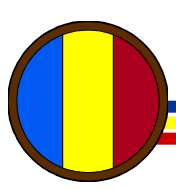
~~107~~ Victory Starts Here!



Class A Accidents FY 98 to FY 03

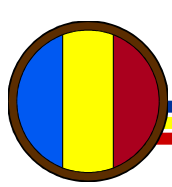


Victory Starts Here!

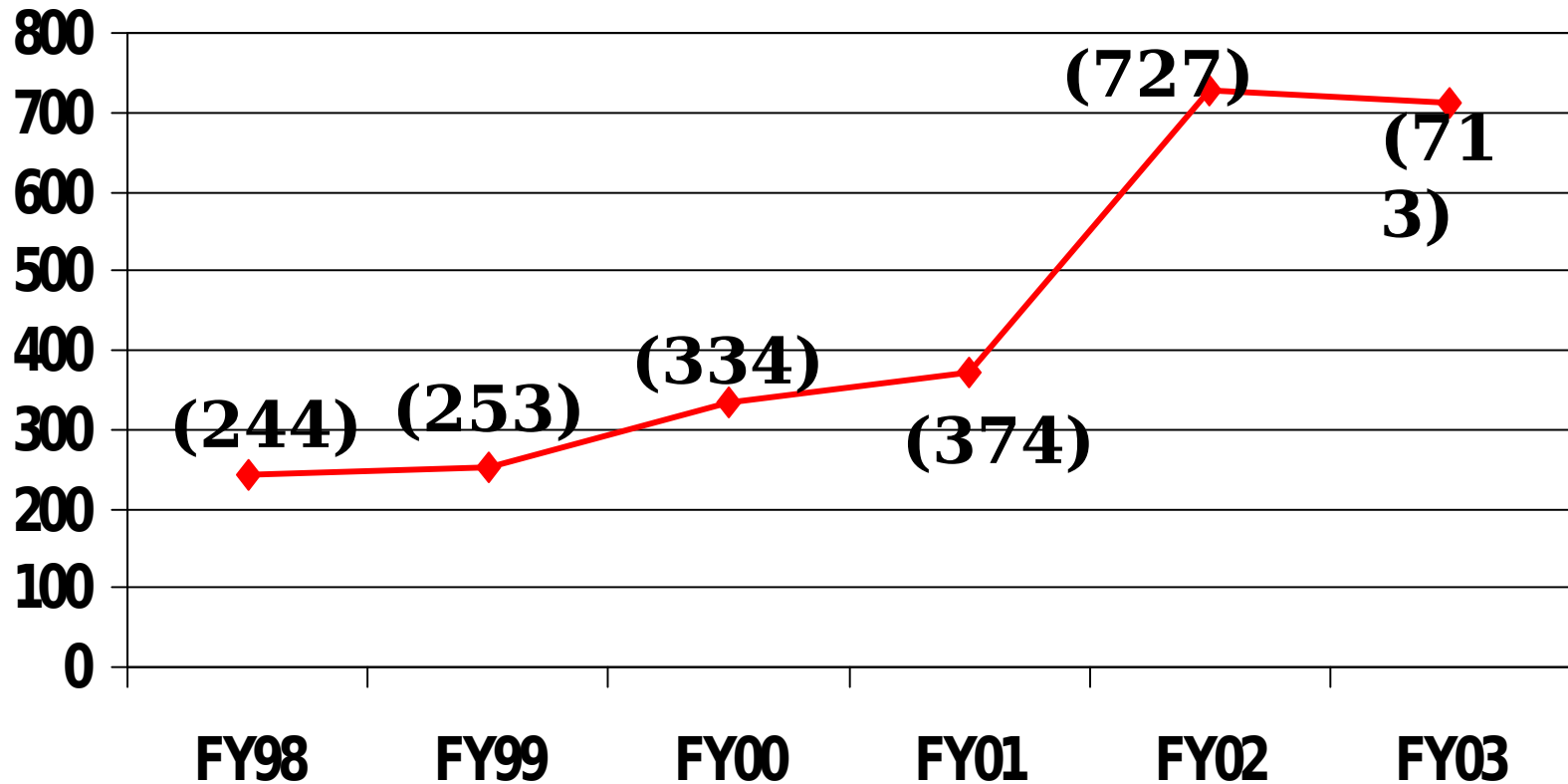


Ground Accident
Experience
FY 98 to FY 03

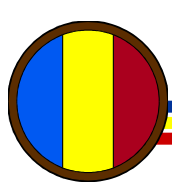
Victory Starts Here!



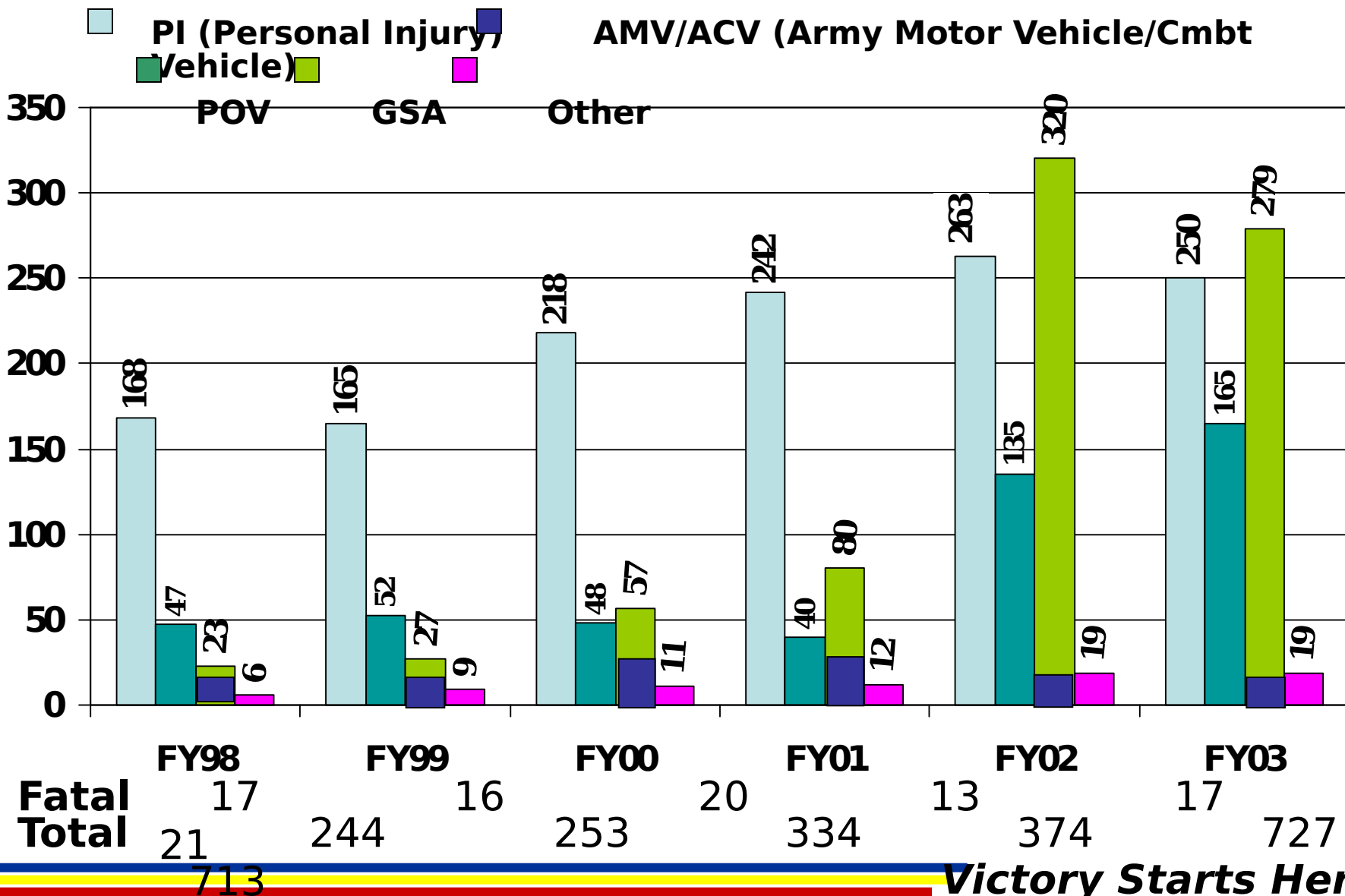
Class A-D Ground Accidents FY 98 to FY 03

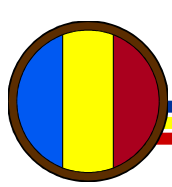


Victory Starts Here!



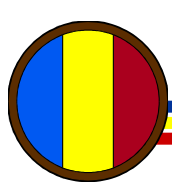
Ground Accident Experience



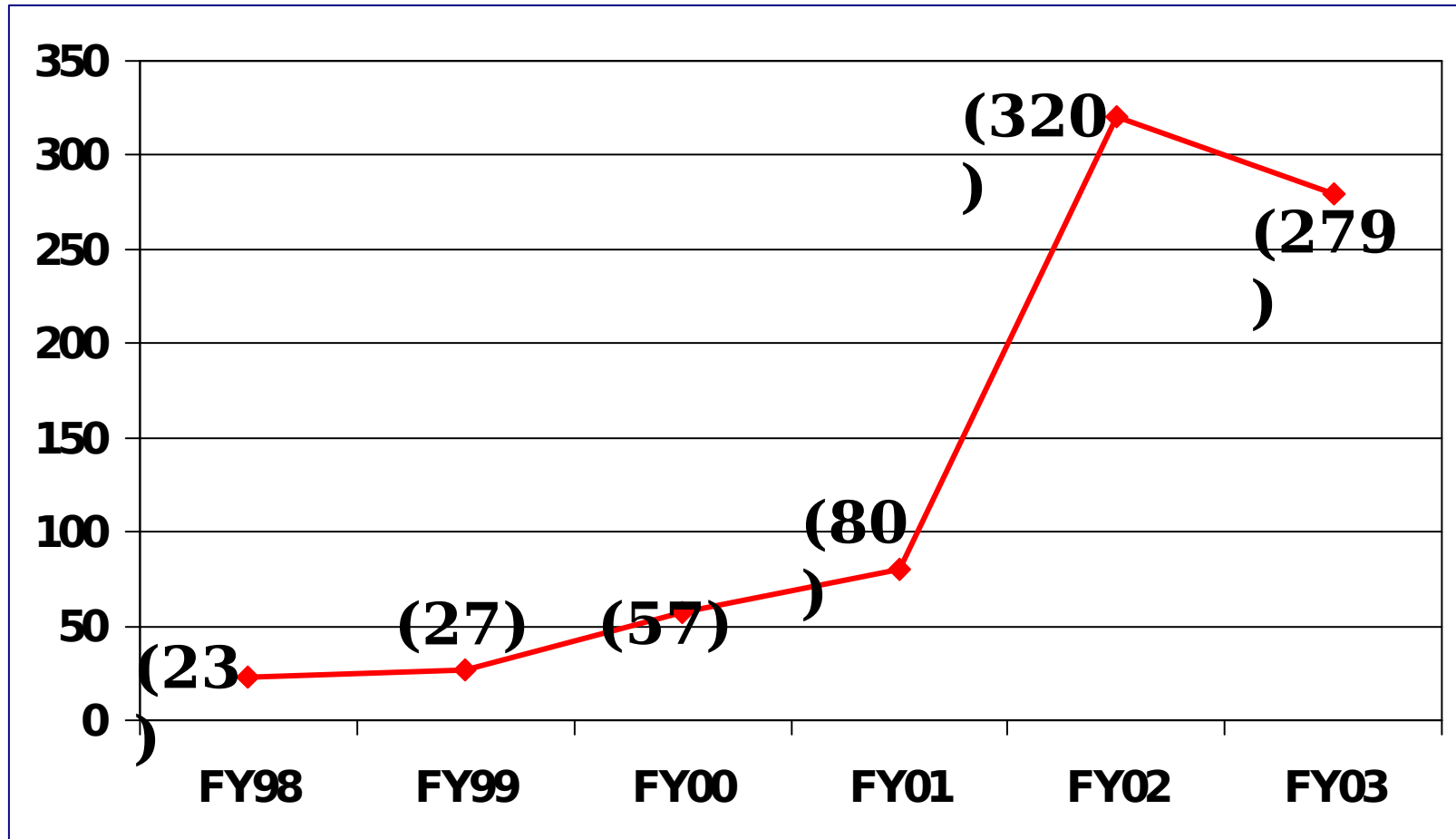


Ground Accident
Experience
Army Motor Vehicles

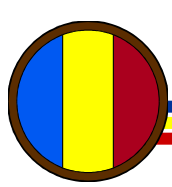
Victory Starts Here!



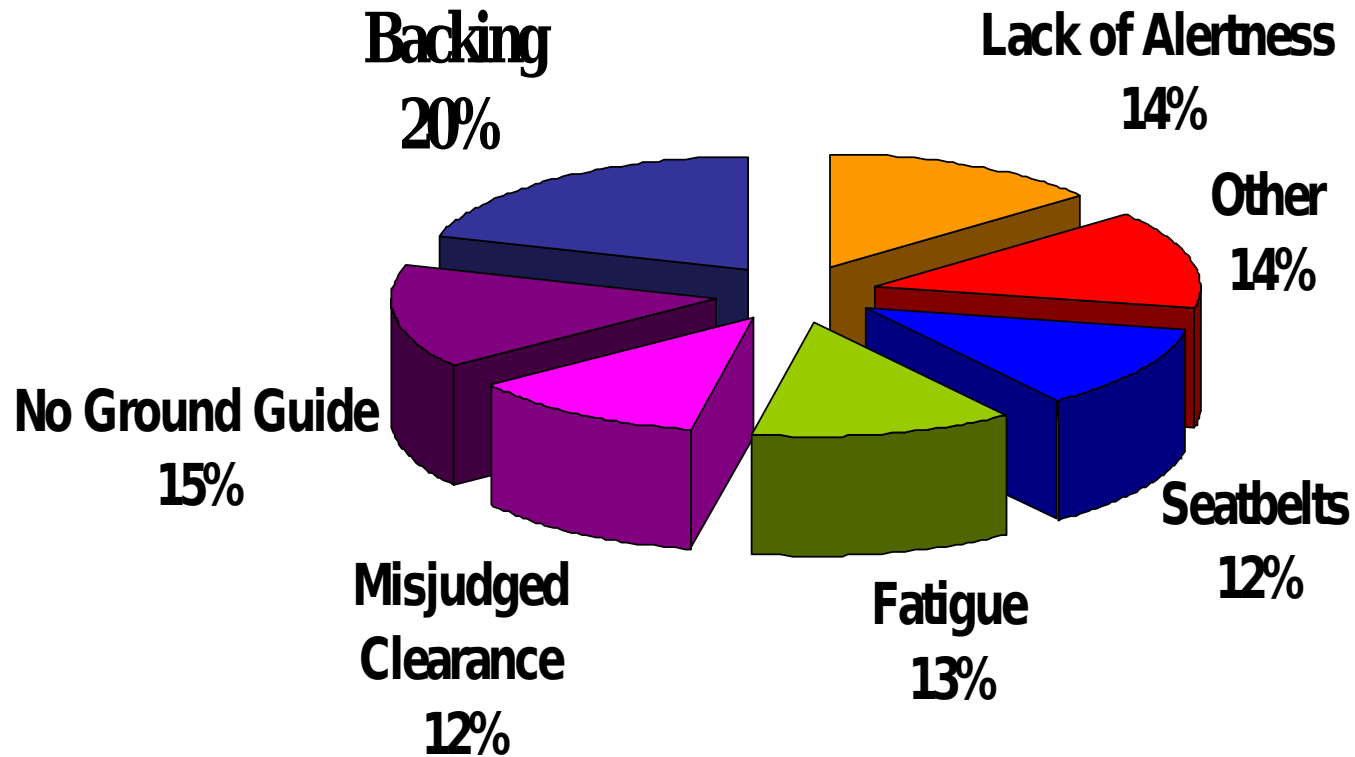
AMV/ACV Accident History FY 98 to FY 03



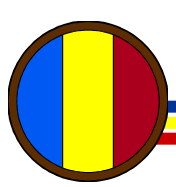
Victory Starts Here!



AMV/ACV Accident Causation FY 98 to FY 03

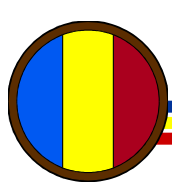


Victory Starts Here!

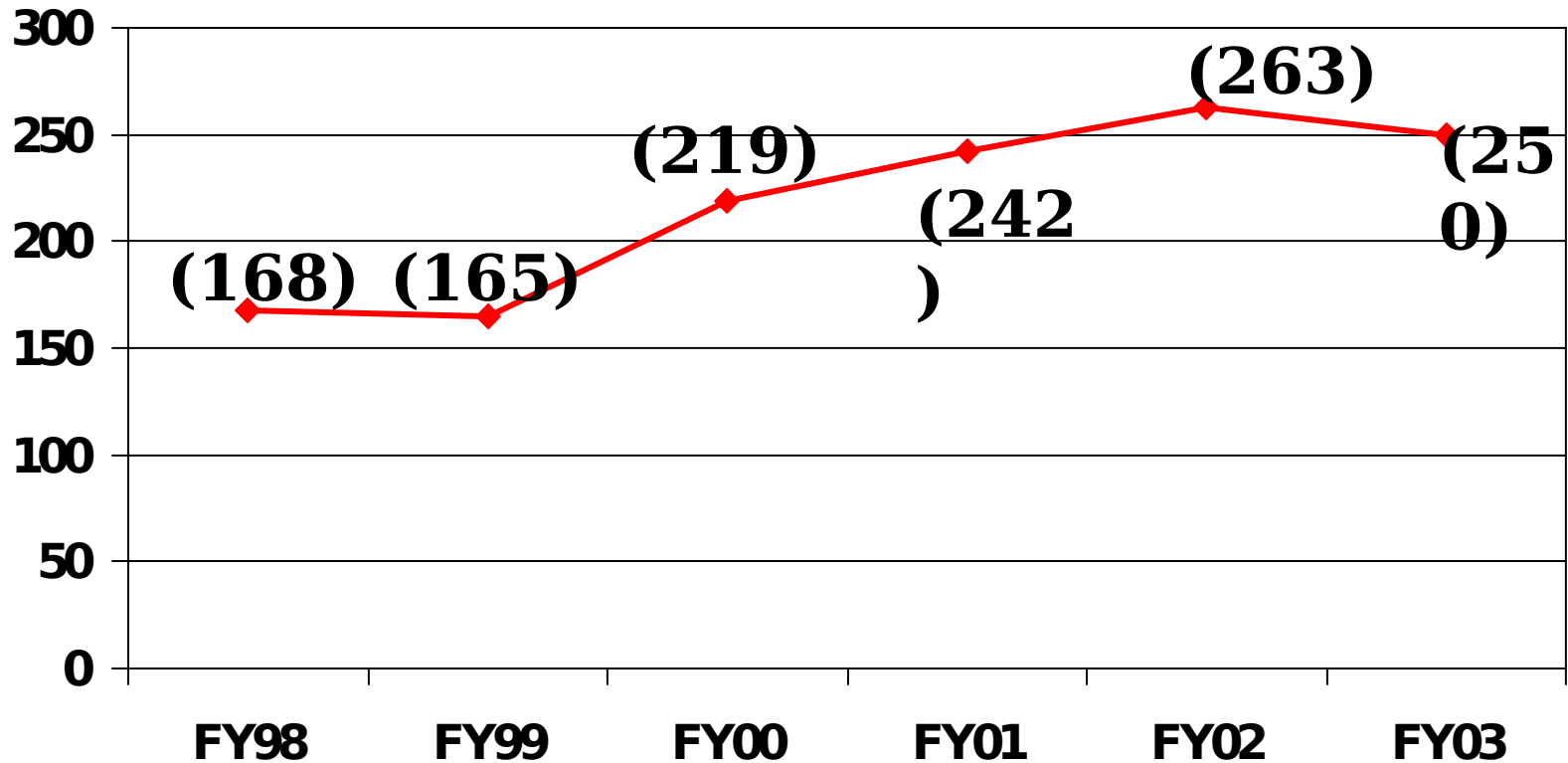


Ground Accident
Experience
Personal Injury

Victory Starts Here!



Personal Injury - Class A- D FY 98 to FY 03

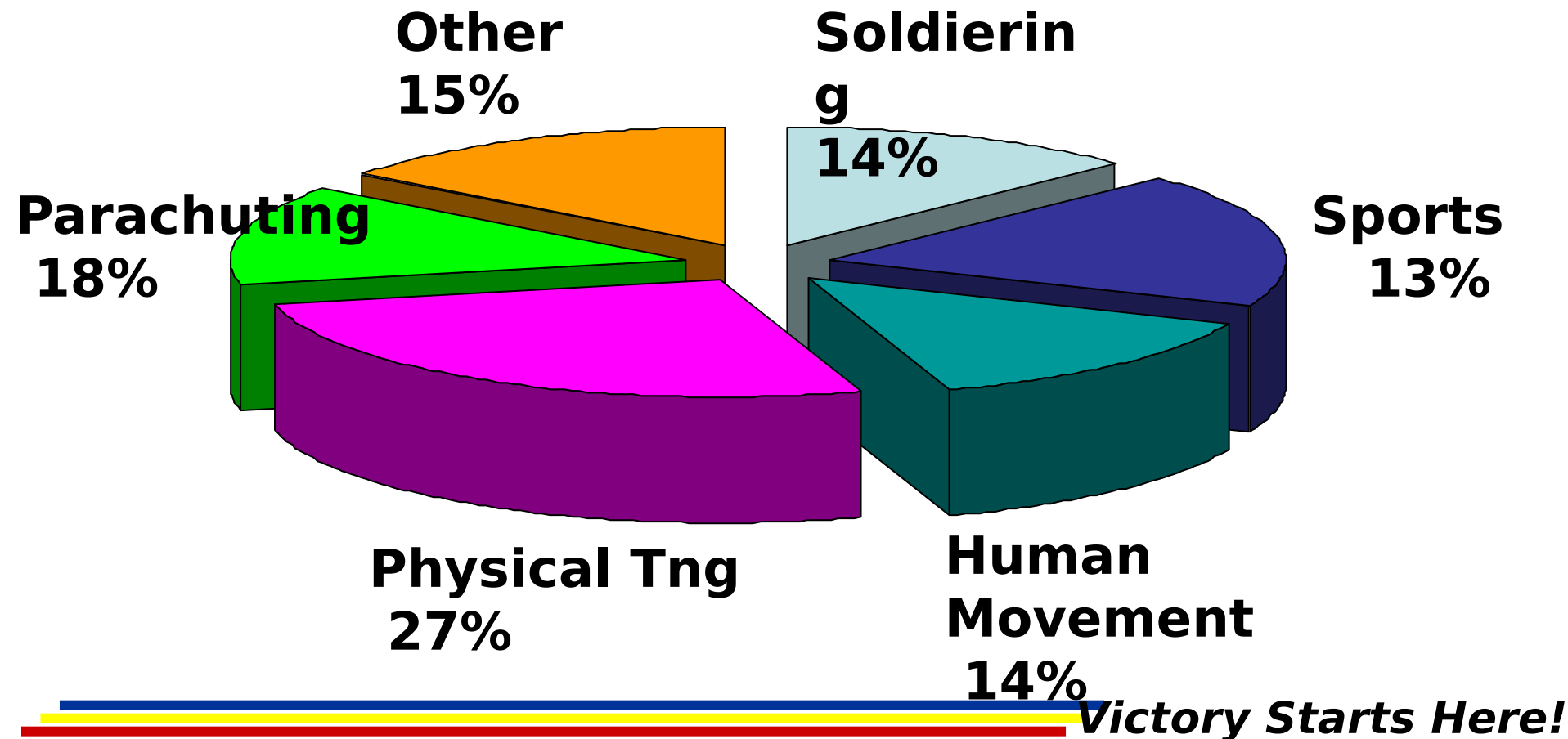


Victory Starts Here!

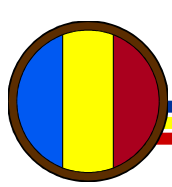


Personal Injury by Activity - Class A- D

FY 98 to FY 03

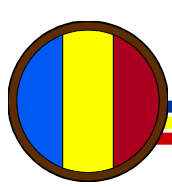


Victory Starts Here!

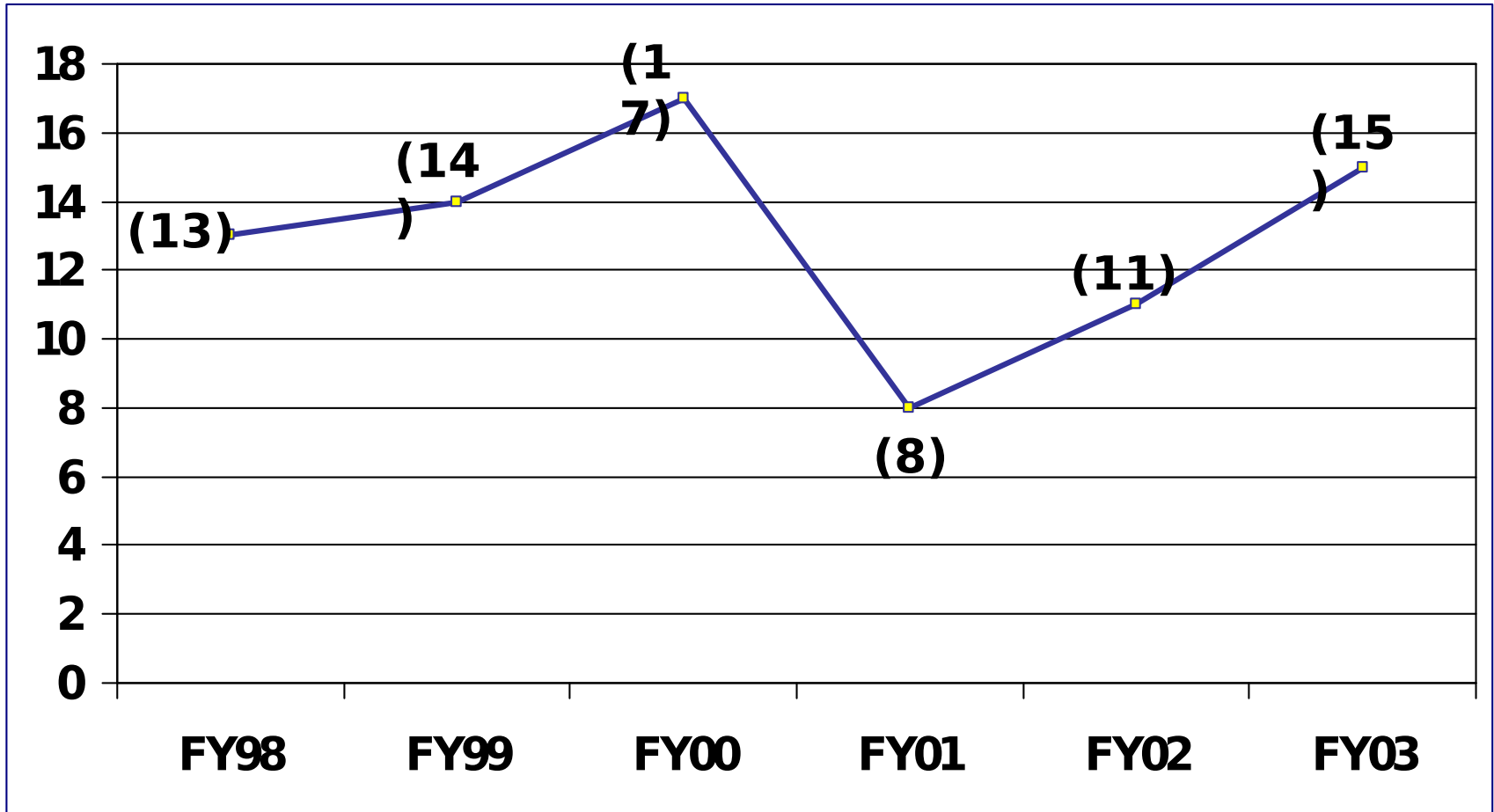


Ground Accident
Experience
Privately Owned Vehicles

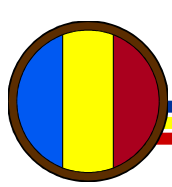
Victory Starts Here!



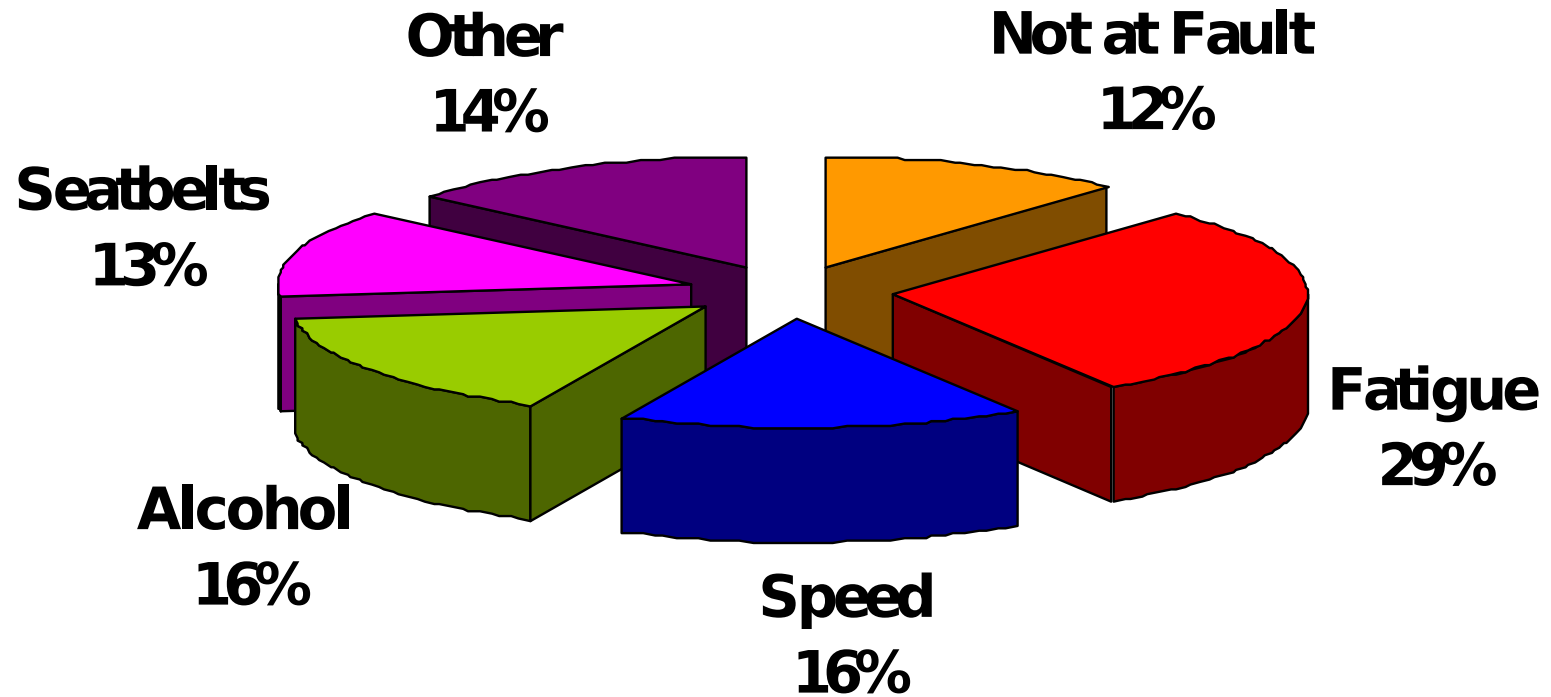
POV Fatal Accidents FY 98 to FY 03



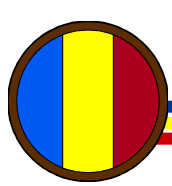
Victory Starts Here!



Fatal POV Accident Causation FY 98 to FY 03



Victory Starts Here!



POV Fatality Profile

FY 98 to FY 03

WH

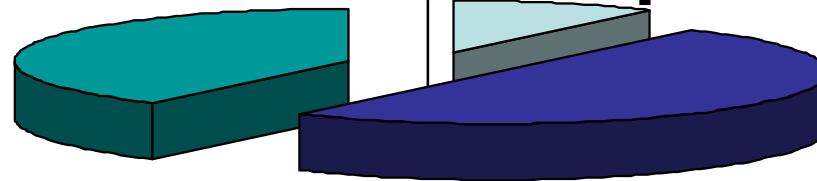
- *E-1 to E-5, Male*
- *19-26 years of age*

WHE

- *Fri to N 0400 hrs
Monday*

**WHER
E**

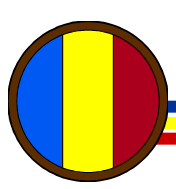
**<50
miles
38%**



On post 3%

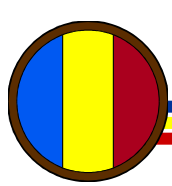
**>50 miles
59%**

Victory Starts Here!

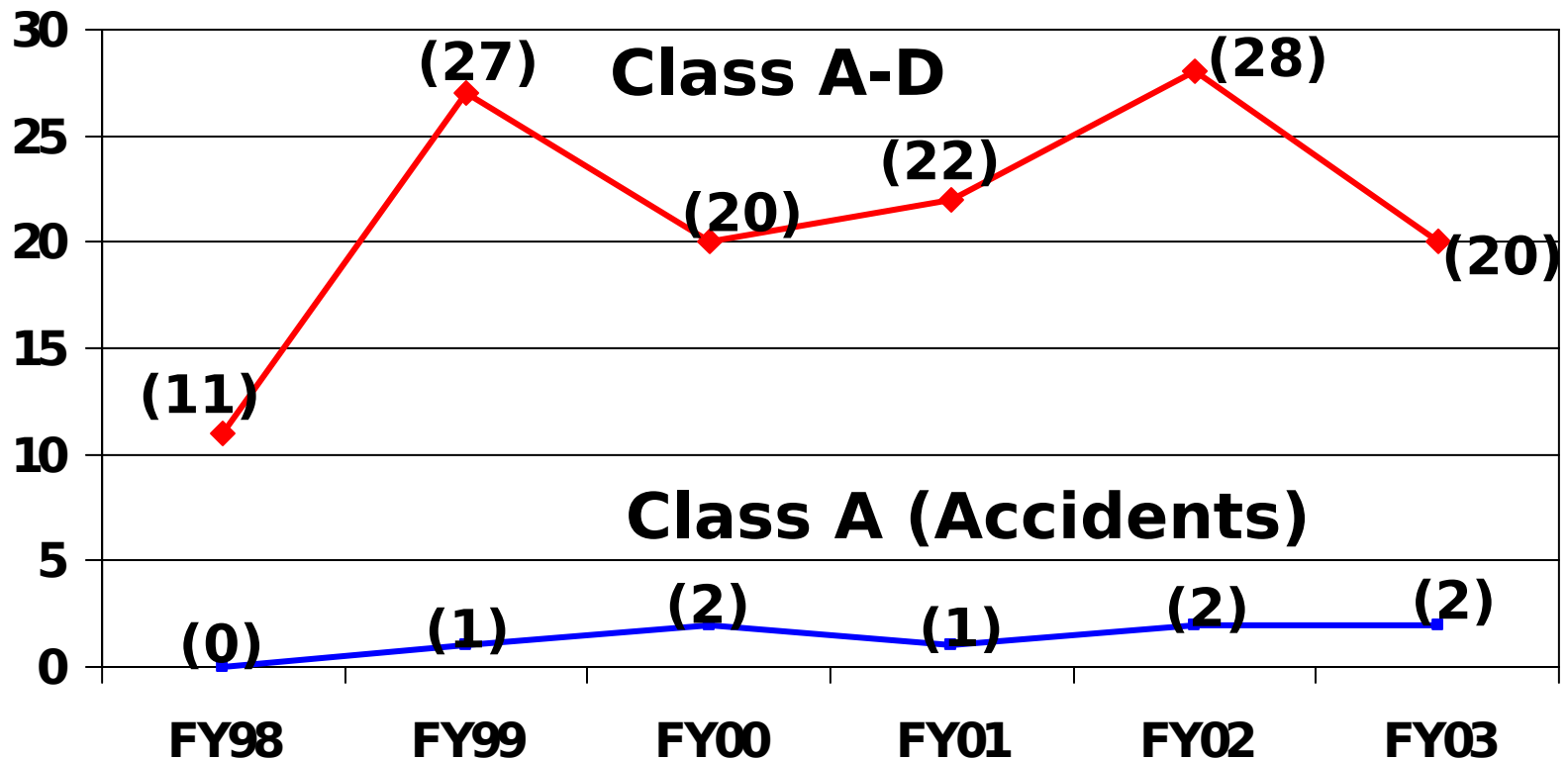


Aviation Accident Experience

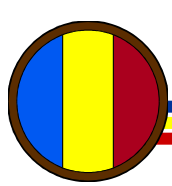
Victory Starts Here!



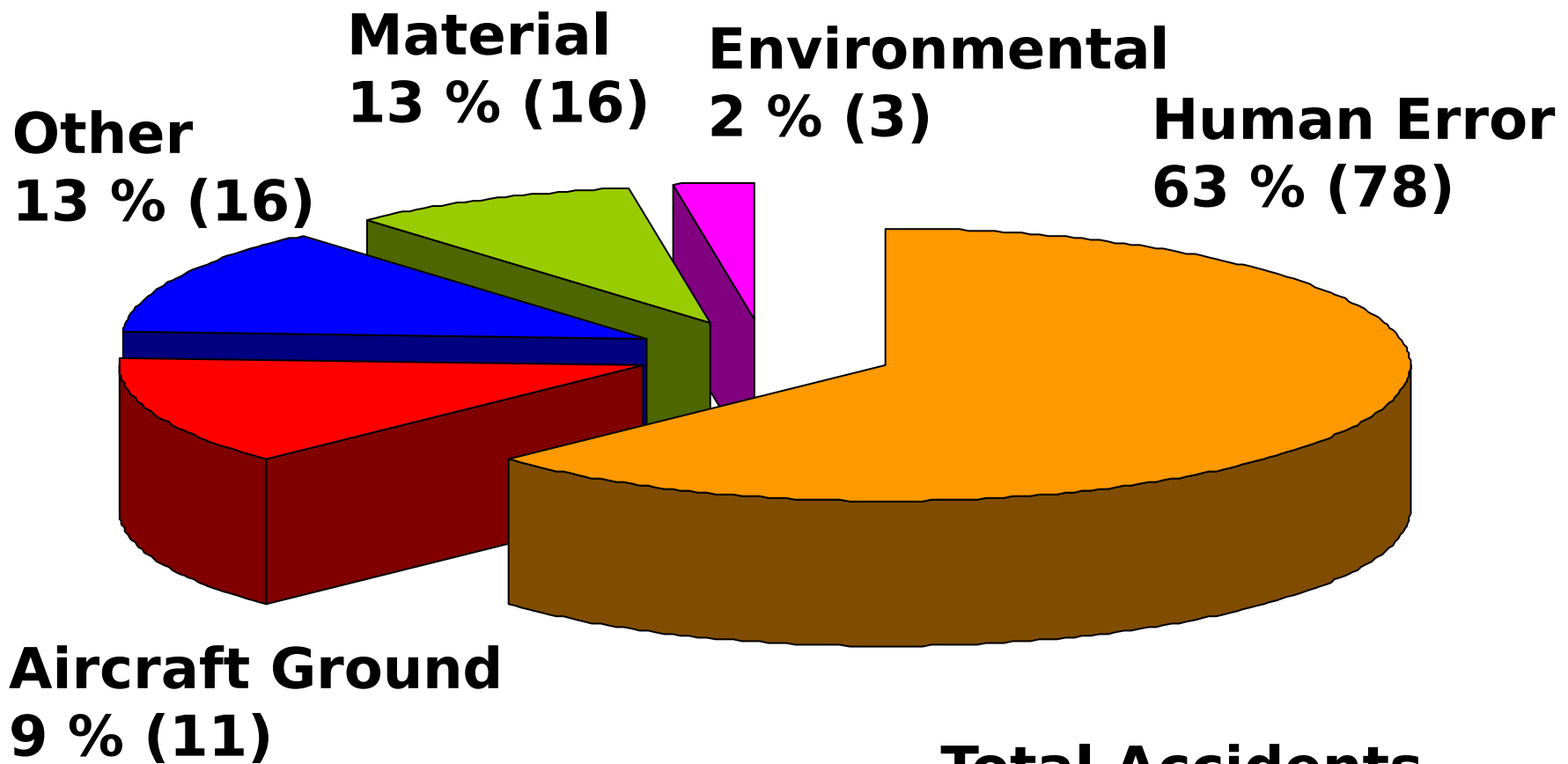
Aviation Accidents Class A-D FY 98 to FY 03



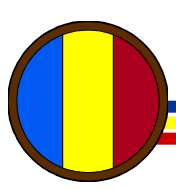
Victory Starts Here!



Aviation Accident Causation FY 98 to FY 03

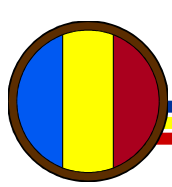


Total Accidents -
128
Victory Starts Here!



Trends / Analysis and Goals

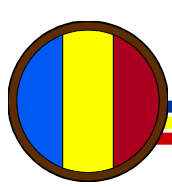
Victory Starts Here!



Trends and Analysis

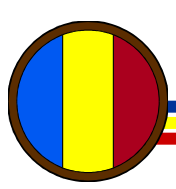
- Accidents – upward trend.
- Leading Causes and Contributing Factors
 - Deviation from standard procedures
 - Complacency
 - Inexperience
 - Lack of supervision
- POV accidents leading cause of death.
 - Speed - Fatigue - Seatbelts
- Drowning is the number 2 Cause of death.

Victory Starts Here!



Goals

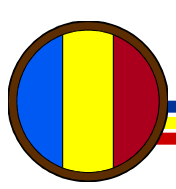
- 50% reduction in accident rates
(Secretary of Defense directed).
- Reduce incidence of:
 - Over-exertion and over-use injuries
 - Incidence of drowning and water related accidents
 - Heat Injuries



Questions
?

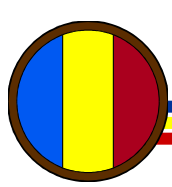
Comments
?

Victory Starts Here!



Challenges

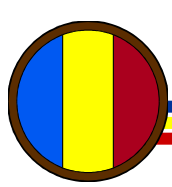
Victory Starts Here!



Challenges

- **Risk Management Integration**
- **IMA / Mission Reorganization**
- System Safety (Combat Developments)
- Branch / School Safety (Training, Doctrine, Leader Development)
- POV Accident Rates
- Additional Duty Safety – Appointed / Trained
- DoD Accident Reduction Goals – 50% Reduction

Victory Starts Here!

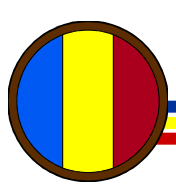


Challenges

Risk Management Integration

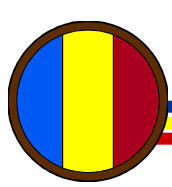
- Implementation not well defined.
- Training and education process not standardized.
- Shortage of Branch Safety staffing.
- Lack of system safety support.

Victory Starts Here!



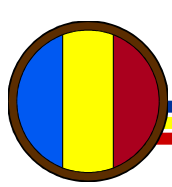
IMA / Mission Reorganization

Victory Starts Here!



IMA/Mission - Safety Issues

- Lack of Clarity – Division of Responsibilities
- Definitions - IMA (BASOPS) versus Mission
- Inequitable Distribution - Existing Resources
- Identification & Validation of Requirements
- Migration of Resources
- Plans for Off-post Support
- Split Resources (2 TDAs – 2 Offices)



Lack of Clarity - Division of Responsibilities

- **O&O Plans**

- Functions addressed in broad/general terms
- Fails to identify -what will be done/to what standard

- **Common Levels of Services**

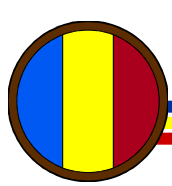
- Safety SAT - Mar 04
- FY05 - Safety included in services
- Focused on “affordable” level of service

- **Regulations - outdated**

- Reflect “consolidated” safety program/staff
- Roles, responsibilities, functions not

delineated

Victory Starts Here!



Definitions - IMA Versus Mission

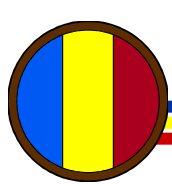
- **IMA (BASOPS) - Safety**

- Needs Refining
- Current definition - based on ISR (total program - IMA/Msn)
- Same across Army

- **Mission - Safety**

- No published definition
- Differs across Army - MACOM specific
 - USARC - TO&E personnel, equipment, and operations
 - TRADOC
 - Schools (Training/Doctrine Development)
 - Combat Developments
 - Accessions
 - Training and Mobilization Operations and Events

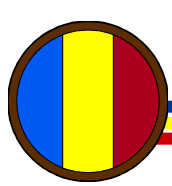
Victory Starts Here!



Inequitable Distribution of Existing Resources

- Not based on functions/work to be performed
- Distribution based on TDA alignment – MDEPs
- Lower grade, less experienced assigned to Mission **
- Mission rebuttals not submitted

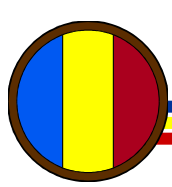
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Identification and Validation of Requirements

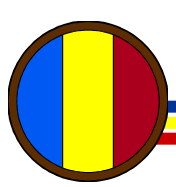
- **IMA requirements based on out-dated manpower models**
- **Basis of requirements - “Old Army vs New Army”**
 - Decrease in BASOPs Safety requirements
 - Increased contracting of programs/services
 - Automation – reduced risk
 - Expanded Mission Safety requirements
 - Branch proponency
 - Risk Management Integration
 - Combat developments – then vs now
 - Emergency essential/deployable

Victory Starts Here!



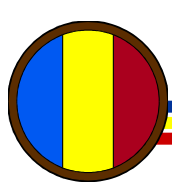
Migration of Resources

- **Local Use TDAs do not reflect TRADOC TDA**
 - **Safety authorizations** - disappearing / no audit trail
 - **IMA Safety Resources** – Bill-payers
 - Conscious Decisions
 - Some IMA Safety staffs – completely eliminated
 - Mission Commanders in “must pay” status for all
- IMA/BASOPs safety support ***Victory Starts Here!***



Plan for Off-post Support

- Not addressed in O&O (13 Sep 02)
- Significant Impact – AAC
(USAREC/Cadet Command)



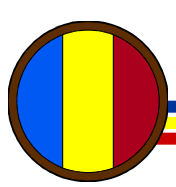
Split Resources

Two TDAs - Two Offices

- **Reduces:**
 - Synergy
 - Technical Skills/Capabilities
- **Increases**
 - Duplication (records mgt, policies, regulations)
 - Costs (personnel, equipment, travel, per diem)

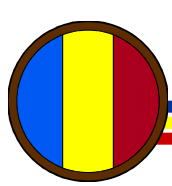
Fosters a “We - They” culture

Victory Starts Here!



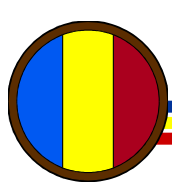
Manpower Distribution and Proposals

Victory Starts Here!



Manpower Distribution (IMA/Mission) (Safety Personnel)

Distribution Mission	FY03		FY 04		
	Authorizations		IMA		
Leavenworth	2		1	1	
Benning		7		6	1
Bliss	5		4	1	
Carlisle		2		1	1
Eustis	7		5	2	
Gordon		3		3	0
Huachuca	4		3	1	
					<i>Victory Starts Here!</i>



Manpower Distribution (IMA/Mission) (Safety Personnel) Cont'd

FY03

FY 04 Distribution

Mission Authorizations

IMA

Jackson	3	0	3
Knox	6	2	4
Lee	8	7	1
Rucker	7	4	3
Sill	5 (2-OH)	5 (2-OH)	0
FLW	7	2	5

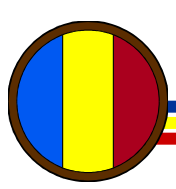
Totals

66

Victory Starts Here!

43

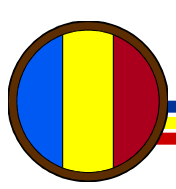
23



Questions
?

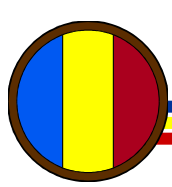
Comments
?

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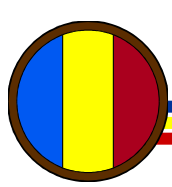
Initiatives and Lessons Learned

Victory Starts Here!



Initiatives and Lessons Learned

- Manpower (Organization Structure and Resources)
- Risk Management Integration
- Special Hazard Assessments/Evaluations

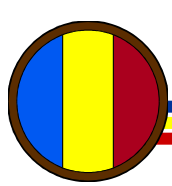


Initiatives / Lessons-Learned

Organization Structure / Resource Initiatives

- DCG/CofS Memo (Safety Staff Alignment)
- Mission Safety O&O
- Interim Manpower Study
- Organization Models
 - School Model
 - Proposals

Victory Starts Here!

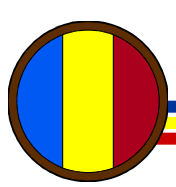


Organization Structure / Resource Initiatives

(Manpower Study)

- Validated minimum of **3 safety man-years** for each of 18 TRADOC schools (54 positions)
- **Did not address:**
 - Mission and scope (one size – fits all)
 - Systems safety engineer requirements
 - Safety requirements other than schools – (e.g., AAC, CAC, WHISC, CTCs)
- ***FY06 TDA authorizations - < 50%***
(23 of 54 minimum requirements)

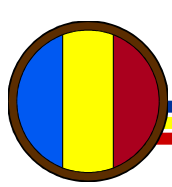
Victory Starts Here!



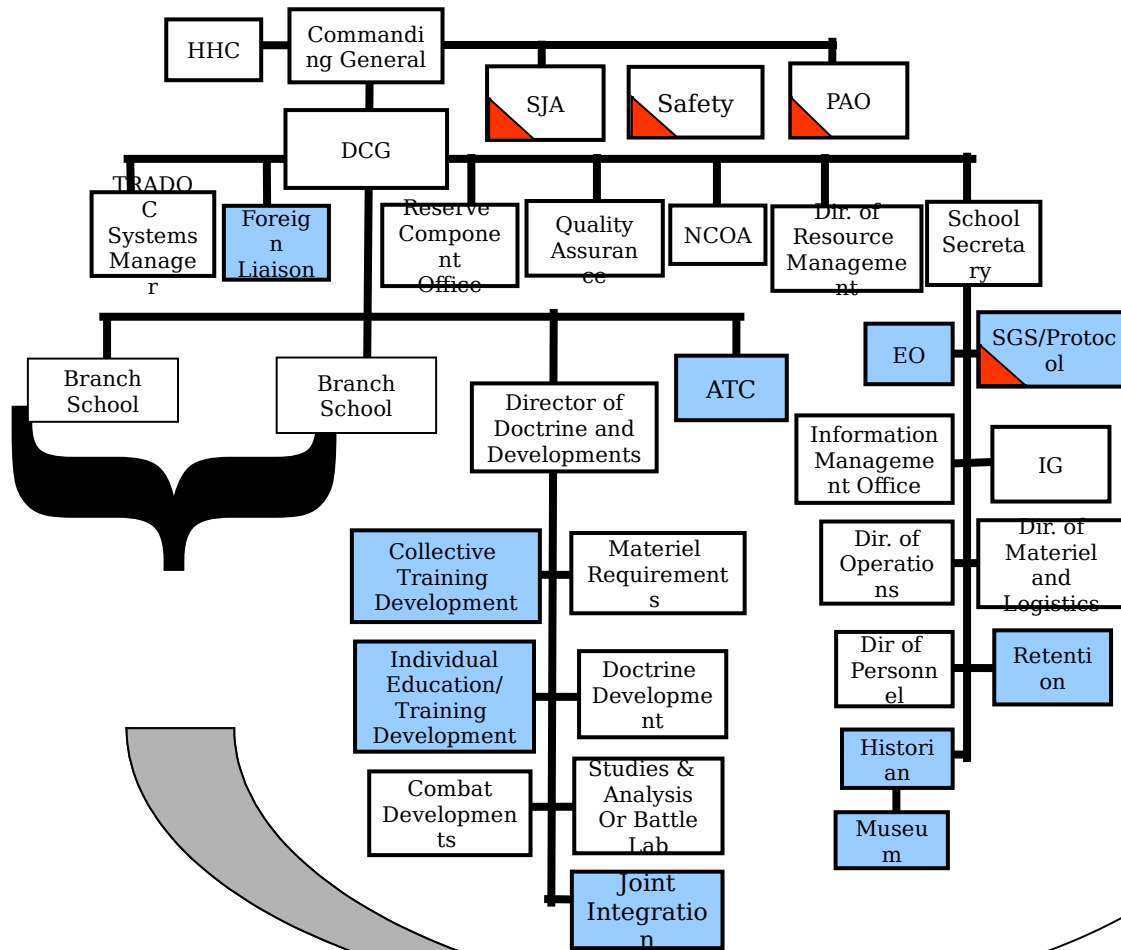
Organization Structure and Resource Initiatives

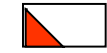
Organization Models


Victory Starts Here!



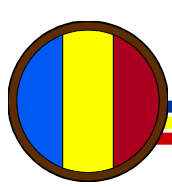
TRADOC School Model



 Denotes split function

 Denotes change from Original School Model

Victory Starts Here!

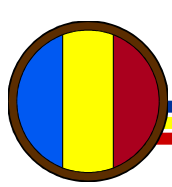


Initiatives and Lessons Learned

Risk Management Integration

- Risk Management Integration Plan
- GAP Analysis
- Commanders Safety Course
- TRADOC IG Assessment
- Ranger Training Brigade

Victory Starts Here!

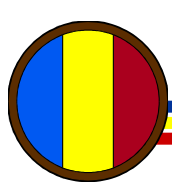


Initiatives and Lessons Learned

Special Hazard Assessment / Evaluations

- Obstacle / Confidence Course
- Infiltration Course/High Risk Range Assessment
- Ranger Training Brigade
- Western Hemisphere Institute for Security and Cooperation (WHISC)

Victory Starts Here!



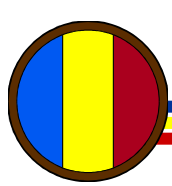
Special Hazard Assessments / Evaluations

(Obstacle / Confidence Course)

- **Background**

- CG Army Accessions Command directed - 4 April 2003.
- Mission:
 - On-site, hands-on assessment and analysis of all obstacle courses at IMT sites.
 - Develop a standardized assessment tool.
- Team Members – TRADOC / Installation Safety, Installation Engineer and Range Control, and Range Cadre

Victory Starts Here!



Special Hazard Assessments / Evaluations

(Obstacle / Confidence Course)

- **Scope**

- **Five major training centers:**

- Fort Jackson (Validation Site)
 - Fort Benning
 - Fort Knox
 - Fort Leonard Wood
 - Fort Sill

- **Elements Assessed:**

- Construction
 - Maintenance
 - Safety
 - Management

Victory Starts Here!



Special Hazard Assessments / Evaluation

(Obstacle / Confidence Course)

- **Findings / Observations - Construction**

- Construction of obstacles not standardized
- Type and mounting of hardware inconsistent
- Obstacles accepted from contractor before completion
- Some conform to no military standard
- Design deviations create hazards



Special Hazard Assessments / Evaluation

(Obstacle / Confidence Course)

- **Findings / Observations - Maintenance**

- Repairs not performed in a timely manner - Not a high priority
- Repairs not IAW original design - create hazards
- Range cadre not resourced (basic tools / equip)
- Excessive wear / tear and deterioration - systemic
- Work orders not prepared, track

Victory Starts Here!

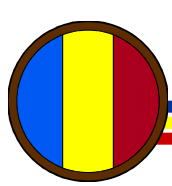


Special Hazard Assessments / Evaluation

(Obstacle / Confidence Course)

- **Findings / Observations - Safety**
 - Inspections are generic - without engineer support
 - Safety not involved in planning / design / construction
 - Fall protection non-existent / improperly installed
 - Accident / injury data not collected
 - Risk management needs improvement
 - Daily Assessments
 - Identification / Communication of Controls

Victory Starts Here!



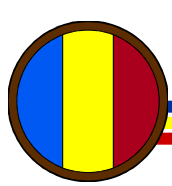
Special Hazard Assessments / Evaluation

(Obstacle / Confidence Course)

- **Findings / Observations - Management**

- Delegated to subordinate organizations
- Courses with assigned cadre are better maintained and operated
- SOPs and instructor certification in place

Victory Starts Here!



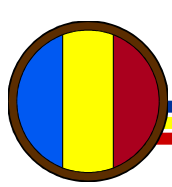
Special Hazard Assessments / Evaluation

(Obstacle / Confidence Course)

- **Follow-up Actions and Initiatives**

- Re-inspection / validation of corrective actions as part of scheduled inspection programs.
- Obstacle Course / Confidence Course Assessment Tools
- Recommendation – Review / Validation of obstacle course criteria (authorized obstacles, standard designs, maintenance / inspection criteria)

Victory Starts Here!



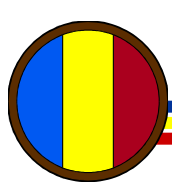
Special Hazard Assessments / Evaluations

(Infiltration Course/Live Fire)

- **Background:**

- Two fatal Infiltration Course live fire accidents (Aug & Dec 03)
- Six Infiltration Course accidents - 13 years (2 fatal)
- TRADOC CG directed all Infiltration course training cease.
- Commander USAAC directed a safety assessment

Victory Starts Here!



Special Hazard Assessments / Evaluations

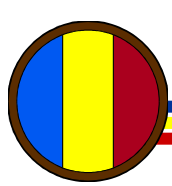
(Infiltration Course/Live Fire)

- **Mission:**

- On-site assessment - all infiltration courses at IMT sites.
- Assess implementation of revised TSP.
- Validate implementation - positive lock on butt of M-60.
- Assess compliance with design specifications.
- Assess Trench Height/Depth Requirements.
- Inspect high risk training ranges.

- **Team Members:** TRADOC/Installation Safety, Installation Range Control, ATSC, and USAIC

Victory Starts Here!

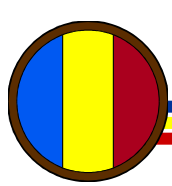


Special Hazard Assessments / Evaluations

• **TRADOC Commander's Guidance** (Infiltration Course/Live Fire)

- ✓ Two pair of eyes - to ensure standards and check subordinate leaders.
- ✓ Cadre members must be in the tower.
- ✓ Mandatory pre operational check.
- ✓ OICs must perform duties fully.
- ✓ Cease fire procedures must be 'Iron Clad'
- ✓ Weapon "locked-down.

Victory Starts Here!



Special Hazard Assessments / Evaluations

(Infiltration Course/Live Fire)

- Products / Outcome

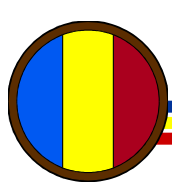
- **Standardize operational & safety procedures** within

TRADOC by the introduction of new TSP and checklists.

- **Validate** that local SOPs in compliance with regulatory guidance.

- **Standardize course design** criteria for layout,

~~weapons mounting / operation, and supporting~~ **Victory Starts Here!**

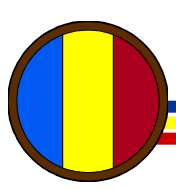


Special Hazard Assessments / Evaluations

(Infiltration Course/Live Fire)

- Status
 - Final assessment completed, 25 Feb 04.
 - Ceased Training at all IMT Infiltration Courses continues.
 - Waiver request to re-open infiltration courses - Forts Benning, Jackson, and Leonard Wood pending.

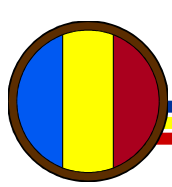
Victory Starts Here!



**Questions
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**Comments
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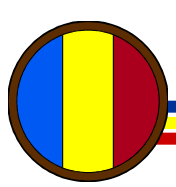
TRADOC SAFETY MISSION

Promote readiness of the US Army and the quality of life of its people through the prevention of accidental injuries, illnesses, and property damage.

Primary Focus

Risk Management Integration into Doctrine, Organization, Training, Materiel, Leader Development & Education, Personnel, and Facilities (DOTMLPF).

Victory Starts Here!

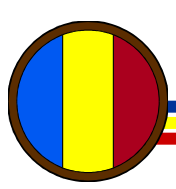


SMA SAFETY AWARD

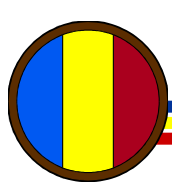
TRADOC CSM WILL DISCUSS

**WHAT IT IS
WHO IT APPLIES TO
HOW TO NOMINATE**

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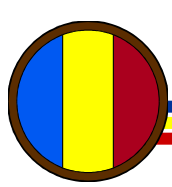
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Analysis

- **Personal Injury**
 - Deviation from standard procedures
 - Complacency
 - Inexperience
 - Lack of supervision

Victory Starts Here!

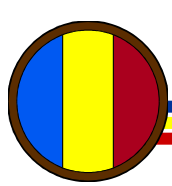


Special Hazard Assessments / Evaluations

(Obstacle / Confidence Course) Infiltration Course weapons Modifications

- TSP has been revised to address actual training risk and includes task risk assessment.
- Adequate control measures incorporated into TSP.
- Qualification/certification standards have been addressed.
- M60 Machine Gun mounts have been modified to prevent vertical dispersion patterns.
- Team consisting of ATSC, Branch Proponent, and TRADOC Command Safety conducted review of modification efforts.
- Work continues to standardize high risk ranges (Infiltration, Grenade, Fire and Movement).

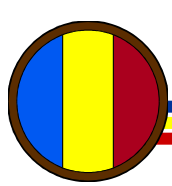
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Status of High/Moderate Training Assessments

Hand Grenade Range

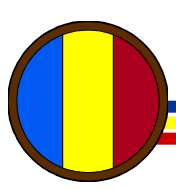
- The majority do not comply with published standards.
- TSP requires updating by proponent to include task risk assessment verified by branch safety.
- All ranges were assessed during by Infiltration Course Assessment Team.
- Levels of compliance vary.
- Training Centers were provided a list of required/suggested corrective actions.



Status of High/Moderate Training Assessments

Fire and Maneuver Course

- Range design varied at each Training Center.
- Safe execution is the direct result of well trained cadre.
- The majority of ranges are non compliant with published standards.
- TSP requires revision and task risk assessment.



Victory Starts Here!